



ST.MARY'S UNIVERSTY
SCHOOL OF GRADUAT STUDIES

ASSESEMENT OF PROJECT COMMUNICATION MANAGEMENT PRACTICE
OF SELE-ENAT MAHIBER

BY
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Abstract

Project Communication Management is one of the key success areas in project management but it is also the most abandoned area in projects so far. Based on this fact, this study assessed Project communication management practice of one well-known local NGO called Sele Enat Mahiber. The research adopted descriptive research design, both qualitative and quantitative research method were used and data has been collected from primary and secondary sources. In obtaining information from the primary data, pretested questioners were used for collecting data. To select the research participants Purposive sampling technique employed and questioners were distributed for fifty respondents, open ended interview were conducted with management committee and triangulated with the questioner and discusses findings. Finally conclusion and recommendation took place. The finding shows that generally the NGO is backward in project Management, faced several project failures and currently has no survival promise. For this critical situation, failure to manage Project communication is one of the leading reasons which project communication management in the organization is not recognized, not participatory, disordered and doesn't have any guiding document. After such finding and conclusion, it is recommended that the organization have to revive project communication management awareness, open Project management department and develop and design project communication management system incorporating all available resource as an imputes to avoid its main weakness that have resulted many failure so far.

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CHAPTER ONE

1. Introduction

1.1. Background of the study

According to the book, *The Fast Forward MBA in Project Management*, (Verzuh, 2008), all projects have two essential characteristics: Every project has a beginning and an end and Every project produces a unique product. With each project, unique tasks are completed in a specified period and contribute to the final result. In contrast, ongoing operations are continuous and do not have a designated end date of completion. People assigned to a specific project may come from different parts of an organization or even from outside the organization. after completion of the project, these people will go to other projects or back to the original functions in their organizations (Levy, 1994). In this case, project management will take on a different form than ordinary management, since each project has its own characteristics and features.

According to Project management Institute: project management has defined as “The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (Project Management Institute, 2007)

The word communication is derived from the Latin word, *commūnicāre* meaning "to share" and Communication can be defined as the process of transmitting information and common understanding from one person to another (Keyton, 2011). Which it is transmission meanings from one entity or group to another using of mutually understood signs and semiotic rules.

Project communication, According to (Project Communication Handbook, 2007) Project communication is the exchange of project specific information with the emphasis on creating understanding between the sender and the receiver. Effective communication is one of the most important factors contributing to the success of a project.

Project communication Management, Well known and common definition used mainly is the definition given by Project Management Institute which defines Project communication Management: “Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of

project information. It provides the critical links among people, ideas, and information that are necessary for success. Everyone involved in the project must be prepared to send and receive communications in the project language and must understand how the communications they are involved in as individuals affect the project as a whole.”(Project Management Institute, 2004)

Many modern organizations carry out their business tasks using the project based approach. Realization of projects requires a specific approach to task realization and appropriate management. Appropriate project management is of particular importance for the success of their implementation, and includes a number of areas, which are described in detail by many authors (among others Kerzner 2013; Meredith & Mantel, 2011; Schwalbe, 2013).

The Project Management Institute (PMI) membership of professional project managers identifies a body of knowledge, known as the Project Management Body of Knowledge (PMBOK). According to (Project Management Institute, 2004) the following nine areas describe project management’s knowledge and practice.

1. Integration Management
2. Scope Management
3. Time Management
4. Cost Management
5. Quality Management
6. Human Resources Management
7. Communication Management
8. Risk Management
9. Procurement Management

This research is on the topic project communication management, which is one of the area in Project Management Body of Knowledge.

In this PMBOK area, project managers focus on making sure that stakeholders are understood in terms of their communications needs. It also involves determining what communication outputs will be exchanged over the course of the project. Managers make careful plans to outline who receives which communications, who is responsible to deliver and respond to communication

content, and how and when communications will be delivered. These details are summarized in a communications plan, which is created during in the planning phase. Communications plans are then executed and monitored over the course of project implementation.

Project communication management is one of the success factor for project. According to (PMI's Pulse research, 2008), 55 percent of Project Managers agree that effective communication with all stakeholders is the most critical success factor in project management. Earlier research reports that 74% of the problems in distributed projects were caused by “communication and contacts” (Komi-Sirviö & Tihinen, 2005)

Effective project communications ensure that the right information reaches the right person at the right time and in a cost-effective manner. Communication is the key to keeping team members, managers, and stakeholders informed and on track to pursue the project objectives, as well as to identifying issues, risks, misunderstandings, and all other challenges to project completion. (Project Management Institute, 2013).

Which this research will assess project management performance based on the fact that it is essential area for project success.

1.2. Background of the Area

There are long traditions of informal community based organizations like “idir” and “iqub” Which are self-helping fellowship that operate at the local level and offer mutual socio-economic support to their members. It is a recent development of formal community based organizations with legal personality in Ethiopia which civil society was slow to take root under the Ethiopian Empire regime (1137-1974) and it was also severely restricted under the rule of the Derg military regime (1974-91). Modern civil society organizations were first established as faith-based organizations in the 1930s, and beginning in the 1950s, welfare organizations like the Red Cross started to operate in Ethiopia. As a result of the 1973-74 and 1984-1985 famines, many more non-governmental organizations (NGOs) emerged with a focus on relief and humanitarian services. It was after the downfall of the Derg regime in 1991 that NGO numbers extensively increase. In February 2009, the government adopted the proclamation to provide for the

registration and regulation of charities and societies (CSP), Ethiopia's first comprehensive law governing the registration and regulation of NGOs. (ICNL, 2016)

(According to BOFED, 2016) Currently there are more than 3000 of local and international NGOs in Ethiopia which are registered and monitored by government. And this research paper investigated one humanitarian well-known local NGO called Sele Enat Mahiber.

Sele Enat Mahiber is an indigenous non-profitable child-focused non-governmental organization established in 2002 and has been legally registered under the new Charities and Societies Proclamation no 621/2009, Reg. No. 0757 in 2009. There are many categories of humanitarian organizations among all child care is one of the bold focus areas of NGOs.

According to (BOFED, 2016), in Ethiopia there are ten million vulnerable children which makes child care the most horrible area for NGO projects to fill this wide gap. Under child care or orphanage there are options, and among those options Sele Enat Mahiber uses five options to aid children based on their condition: the first one is institutional care, people mostly assume the meaning of institutional care is an orphanage only but it is one of orphanage entities. The second one is reunification and reintegration with parents or available close family. Third, foster care or group home which rents a house in the society having volunteer employees as their mothers of group children. Fourth, domestic/local adoption and outside/inter-country adoption. Finally, integrated care and support for special need children, which are children having mental or physical challenges.

Having the head office in Addis Ababa, the organization has got two branches in Addis Ababa and Shashamane. The organization works in every station of orphanage, mainly creating favorable situations for orphan and other vulnerable children. Such as abandoned, neglected and trafficked children. These children are supported in different necessary ways such as hosting in the center, providing sponsorship services for students, reunifying trafficked children; facilitating adoption, psychosocial support, medical support etc.. Sele Enat Mahiber has a great plan to replace children in the fostering family and facilitate local adoption in the future.

The organization has two main missions: To alleviate the suffering of orphans and vulnerable children by providing them with their basic needs while keeping them within the community (within their kins), and by facilitating for adoption (both at home based and abroad) for those. The other mission is building the economic capacity of single mothers by providing financial support for income generating schemes (IGS) through pity loans and counseling on small trades so that they will be able to keep their children on having a decent life.

1.3.Statement of the problem

As it is stated on the introduction part, one of the areas of project management described in principles or methodologies is communication management, which is considered to be of crucial importance to the success of the project. Among all areas the researcher found that project communication management is the most unrecognized area among all areas, which initially motivated the researcher to study so.

Even if there are guiding principles and methodologies, there are unsatisfied gaps remained in the subject matter. It is clear to witness the symptom of the problem in observation but to state the problem it is required to be based on Previous Studies that has been done on the existing knowledge as follow;

- Companies project management methodologies are neither followed nor prioritized by project managers (Monteiro de Carvalho, 2013).
- Practices related to communication are not given enough attention, while at the same time communication practices are found to be associated with most of the success dimensions (Papke-Shields et al., 2010).
- We are still witnessing many project failures or projects experiencing serious problems that result from improper communication management (among others Conboy, 2010; Stoica & Brouse, 2013).
- Activities in the field of communication management are disordered, supported mainly by project managers' intuition or neglected (Adera, 2013)
- The greatest threat of many projects is "failure to communicate". (PCH, 2007)

- 66% of Slovakia industrial organization have no written document (methodology, process steps) to manage project communication which points out most projects does not have so (Samáková et al., 2013).

Generally, as bold previous study pointed out, Project Communication has not given enough attention but it is key factor for project success, there are a lot of guide line and theories for process and practice but not adopted or followed, it is not believed that Most project oriented organizations have written document of project communication methodology, Project stakeholders mostly communicate that much, and improper communication management result project failure.

As contextual gap, some researches are done in other contexts, but not in the context of Ethiopia concerning my search. Keeping in mind Ethiopia is one of the most project oriented country and most of the projects are managed improperly.

This paper constitutes the first step, Assessing project communication management Practice of one Non-Governmental Humanitarian Project oriented organization, and its aim is to Assesse real-life project communication management practices accompanying described Gap in literature and evaluate which will help the organization and all of its stake holders for effective communication.

1.4. Basic Research question to answer

Based on the statement of the problem which is the previous section, the basic research questions are as follow?

- Does Project communication Management, recognized in Sele enat local NGO?
- Are employees in Sele enat local NGO have awareness about project communication management?
- What is the level of current project communication management performance?
- Does Project Communication Management participatory in Sele enat local NGO?

- What is the general structure and method of Project communication Management in Sele enat local NGO?

1.5. Objective of the research

This study have a general objective to assess project communication management of a given project, additional to the general objective this project have the following specific objective;

- To investigate how much the significance of Project Communication Management in Sele enat local NGO is recognized
- To assess the awareness of project communication management in Sele enat local NGO
- To evaluate the organization current Project communication Management performance
- To assess the participation of Project communication Management in Sele enat local NGO
- To evaluate general structure and method of Project communication Management in Sele enat local NGO

1.6. Significance of the study

The significance of this research is to be a part in recent project management knowledge introduction in Ethiopia and the evaluation of the assessed organization contributed current project management performance state and finally recommendation has made based on the findings. Even if Ethiopia is the most project oriented country but most projects are not that much successful as it is mentioned in the statement of the problem that scholars proved project communication management role in project failure from practical research, make the significance of this study bold and somehow the assessment paves way for future research.

1.7. Scope of the research

This research is concerned with assessment of project communication management and all essential pointes regarding so, its methodological scope is descriptive research of assessing the practice which is limited to mainly investigate the organization communication management and

conceptually and theoretically the scope is based on Project communication management gapes by scholars and review of well-known guidelines and methods as an illustration. And assed Addis Ababa's project of one organization which has experience in several projects

1.8. limitations of the research

For the reason time and other constraints, this study covers only one project oriented company specific project and even if it is possible to state this research had enough literature review for the study it is undeniable that such recent topic have literature limitation.

CHAPTER TWO

2. Review of Related Literature

This chapter reviews essential literature, it reviews two well-known Project management guide on communication as theoretical review And recent studies of scholars as Empirical literature review.

2.1. Theoretical Literature review

In this topic General knowledge about project communication have been reviewed. Internationally there are different guiding principles which all have same guide as a general knowledge, only terms and way of illustration might differ but have same concept. As it has been discussed on the introduction part among all those guiding tools and methodology of project management (PMBOK) Project management Institutes guide is well known and recognized which also used for academics of project. In This manual there are nine guideline areas, among those nine area project communication management has one guiding chapter. After this PMBOK basic method introduction, the same method by Project management Handbook used for illustration, for the reason it explains the method more clearly.

The guide manuals are the outcome of researches and experiences of many scholars, which are a model for any organization project Management; they can use the guide totally or develop their own method driving from it. The following topic reviews main guiding method in project communication management.

2.1.1. Project Communication Management Process

The total Project communication management has general stapes and course called Project communication management process.

According to (Project Management Institute, 2007) Every Task has a process way and progression to be handled, the project communications management processes include the following:

- Identify Stakeholders
- Plan Communications
- Distribute Information
- Manage Stakeholder Expectations
- Report Performance

Project Management Handbook, remodel the process in combining two stapes with others and brought out self-standing process as one stage.

As (Project Communication Handbook, 2007), Project Communication Management Processes are;

- Develop the Communication Plan
- Distribute Information
- Report Communication Performance
- Maintain and Archive Project Records

A. Develop the Communication Plan

Project communication plan is part of the project management plan, which is useful to identify and point out Internal and external Stakeholders and it builds communication between all entities involved in the project. Project development team lead by a project manager; try to prepare an effective communication plan and strategy that fit into the project delivery process. (Project Communication Handbook, 2007)

Identifying stake holders and building communication network with all entities is the inception point of developing the communication plan then after steps follow in the development of the communication plan, the steps are

- Gathering Planning inputs
- Identify and Determine Stakeholders Need

- Identify Communication Methods and WBS Products
- Prepare the Communication Plan Draft
- Goals for the project
- Preferred methods of communication
- Preferred method for recognizing performance of the team
- Communication matrix

The steps illustration took from the guide, (Project Communication Handbook, 2007) and explained by the researcher;

- Gathering Planning inputs: two inputs are required Work Breakdown Structure and Project charter.
 1. Work Breakdown Structure (WBS) product list: a list of potential project products based on the work plan. That includes all the elements of the WBS, and the sub-products of the WBS.
 2. Project charter: the record of the agreement between the sponsor and the project manager on the key elements of a project.
- Identify and Determine Stakeholders Need: Project stakeholders need updated information and communication, Identifying the information needs of the stakeholders and determining a suitable means of meeting those needs are important factors for project success.
- Identify Communication Methods and WBS Products: using the method among different methods and use WBS product list to identify the products that is needed on the project.
- Prepare the Communication Plan Draft: a draft consists the following topics,
 - Brief introduction and background ;
 - A list of the project sponsor, project manager, Project development team PDT members, and other key stakeholders.
 - Methods of communications to be used, including formal meetings

- Project reporting information, how will project performance be collected and distributed
- Stakeholder's analysis — includes internal stakeholders (name and contact information) identified by Cost Center number and function, and external stakeholders (name and contact information) identified by agency or organization. The stakeholder's analysis is designed to help the Project development team (PDT) analyze internal and external stakeholder needs by gathering the following information from each stakeholder:
 - Goals for the project. What is each stakeholder's desired outcome for the project, consistent vision for the project, what all need to see at the end of the day.
 - Preferred methods of communication. Preferred medium, the team needs to negotiate a method to ensure that each stakeholder receives and understands the project communication. It is Having Better way for better communication.
 - Communication matrix — this tool is used to track project performance by project component and WBS element. The WBS product list is the input. It includes the WBS codes, WBS titles, sub- products, and Uniform Filing System location numbers.

B. Distribute Information

Proper information distribution makes information available to project stakeholders in a timely manner. Following the communication plan ensures that all members of the project team are aware of their responsibilities to communicate with external stakeholders. The more information stakeholders have regarding a project or deliverable, the less likely last minute conflicts, changes, or complaints will affect a project.

Team members can improve overall project communication by adhering to the following communication guidelines.

- Awareness; Base communication strategies on stakeholder needs and feedback And Ensure that communication is shared in a timely manner.
- Content; Advocate open, honest, face-to-face, two-way communication and create an environment where project team members and other stakeholders can constructively challenge behavior and ideas.
- Context; Remember that communication is two-way , Listen as well as deliver the message and Involve senior management when appropriate.
- Communication flow; Coordinate communication with project milestone events, activities, and results. And Include key stakeholders in developing an interest-based conflict management process.
- Effectiveness; Conduct regular assessments of the communication plan and process and Communication must focus on the customer.
- Format and media; Take advantage of existing communication vehicles and opportunities and the project team has a variety of methods to share information.

C. Report Communication Performance

To Ensure the project effectiveness reporting performance is essentially play vital role, this topic shows how well and effectively we can report communication performance;

Periodically, the project manager asks the project stakeholders if the project communication is sufficient to suit the stakeholder's needs. In some cases, project stakeholders may need greater detail or more frequent delivery. In other cases, certain stakeholders may need summary information, or may request notification only if problems arise. (PCH, 2007)

Steps To evaluate and report communication performance (PCH, 2007)

1. Review the project communication plan
2. Solicit feedback from the project stakeholders, verbally or in writing, as to whether the current information or communication method is adequate, based on the following criteria:

- Type of information
 - Frequency of information
 - Depth/detail of information
 - Format of information
 - Method of transmittal
3. Discuss the stakeholder feedback with the PDT
 4. Update the project communication plan if needed

D. Maintain and Archive Project Records

From project launch to final closeout, the Resident maintains a set of project records that are organized and indexed according to the Organization Project Documents.

Any concerned Body and the future recipient must know where to find the deliverable and understand previous project decisions, even if the task manager and other project team members are no longer available.

2.2. Empirical Literature Review

2.2.1. Effectiveness Communication Gap

For any task , there are factors which holds to be effective, without fulfilling those gape it is impossible to witness success.

Communication is the glue that holds a project team together. Without clear, timely and unambiguous communication even a small team working together will have major problems. In the case of a virtual team, poor communication will render an already challenging situation nearly impossible to control, that is why we need professional and knowledge based Project communication management which project status will be tracked and monitored effectively using various tracking tools. This implies that every person's communication skills affect both personal and organizational effectiveness (Brun, and Summers, 2010).

It seems reasonable to conclude that one of the most inhibiting forces to organizational effectiveness is a lack of effective communication (Lutgen-Sandvik, 2010). Moreover, good communication skills are very important to ones success as a school administrator. A recent study indicated that recruiters rated communication skills as the most important characteristic of an ideal job candidate (Yate, 2009).

Effective communication includes a well-designed infrastructure and the processes, messages, and documents that use that infrastructure to exchange information among project stakeholders and keep them aligned with the project goals and informed of the project's progress. (Jyothi Goudar, 2015)

2.2.2. project communication Management improvement Gap

In literature four reasons are mentioned why improvements in communication are needed. The first reason is that an improvement in the communication within in project teams (Thomas et al 1998) and between Stakeholders (Franks 1998), (Somogyi 1999) could reduce failure. Second, more open communication at all levels could lead to innovations (Lenard and Eckersley 1997)

Third, communication improvements in early phases of projects would positively influence the quality as perceived by all stakeholders involved (Emmitt and Gorse 2003)

Finally, improved communication during the briefing might lead to better decision- making, for example less haste in moving to solutions and better ways of looking at the requirements first (Salisbury 1998).

One of the reasons for improvement in communication need is for Communication Improvement between all project team and stakeholder which reduce failure. In this point more researches are needed for communication management improvement.

Second and the final improvement reasons revolves around participation, more open communication at all levels and at all-time could lead to innovations and better decision making which participatory project communication is essentially required with in the project, this is one Gap bearded out from current researches as discussed in the statement of the problem that

projects lack more open communication at all level but here we are understanding how much it is necessary.

The third reason is about improvement at communication beginning promises positive influence among stake holders involving for its quality.

The importance of improving communication In general, According to M.E.L. Hoezen research, the interviewees do not perceive construction communication as problematic; however, they admit that communication processes are far from optimal. As a main consequence of poor communication, a waste of time was mentioned. For example, errors from early stages have to be solved later. Moreover, making adjustments in latter stages of the building process usually costs extra money. Interviewees think that improved communication would probably lead to less delays and lower expenses. In addition, all stakeholders' satisfaction about both the process and the quality of the product could rise when they would communicate in a better way. (Hoezen, Reymen and Dewulf, 2006)

According to (Jyothi Goudar, 2010), Some of the areas to be considered for improving project communications are:

- Communication skills to resolve conflicts
- Developing better communication skills
- Using templates for project communications
- Developing communication infrastructure
- Communication skills to resolve conflicts

Personal skill on conflict communication and communication, Developing communication guidelines and structure is the researchers Gap finding on her research on Effective project communication.

2.2.3. Practical Project communication Management Gap

Project Communication management is broadly described in the literature mainly due to the great importance that is attributed to communication area of project management (Purna Sudhakar, 2012), and because of its impact on the success of the project (Ofori, and Kerzner, 2013) Effective communication management is a paramount importance and a fundamental competency that, if properly executed, connects every member of a project team, so that they can work together to achieve the project's objectives and Satisfies every Stake holders . If communication is not managed effectively and fully understood by Project Managers, project outcomes may be at risk. According to PMI's Pulse research, 55 percent of Project Managers agree that effective communication with all stakeholders is the most critical success factor in project management (Project Management Institute, 2013).

Earlier research reports that 74% of the problems in distributed projects were caused by "communication and contacts" (Komi-Sirviö and Tihinen, 2005). This much significance and problem stated above is worthy more research and investigation which could guided to the standard recognition to its essential and criticalness.

Project communication management, which is considered to be of crucial importance to the success of the project and its importance is exalted by most stakeholders, but the communication processes and practices formalized in the company's project management methodology are neither followed nor prioritized by project managers (Monteiro de Carvalho, 2013). Also Papke-Shields and co-authors, in their research on the use of project management practices and the link there of project success, discover that practices related to communication are not given enough attention, while at the same time communication practices are found to be associated with most of the success dimensions (Papke-Shields et al., 2010). That is why despite the existence of principles and methodologies mentioned above and many available tools and systems, we are still witnessing many project failures or projects experiencing serious problems that result from improper communication management (Stoica and Brouse, 2013).

White and Fortune in their empirical study on practices in project management established a list of critical success factors for a project and 'clear communication channels' was a number 6

factor on the 1360 list. It is worth noting that number 1 factor, which was ‘clear goals/objectives’ is also strongly dependent on clear and precise communication (White & Fortune, 2002).

In another study on critical factors that contribute to the success of a project, the author lists ‘effective communication’ among the four most important factors, next to ‘top management support’, ‘clarity of purpose and goals’ and ‘stakeholders involvement’ (Ofori, 2013). Effective communication techniques and appropriate leadership styles are emphasized by Nguyen as the success factors for building and managing high performance global virtual teams (Nguyen, 2013).

Effective communication management is a paramount importance and a fundamental competency that, if properly executed, connects every member of a project team, so that they can work together to achieve the project’s objectives and Satisfies every Stakeholders. If communication is not managed effectively and fully understood by Project Managers, project outcomes may be at risk.

According to PMI’s Pulse research, 55 percent of Project Managers agree that effective communication with all stakeholders is the most critical success factor in project management (Project Management Institute, 2013).

As (Project Communication Handbook, 2007), the greatest threat of many projects is a “failure to communicate” Moreover as Papke-Shields and co-authors, in their research on the use of project management practices and the link there of project success, discover that practices related to communication are not given enough attention, while at the same time communication practices are found to be associated with most of the success dimensions (Papke-Shields, 2010).

Earlier research reports that 74% of the problems in distributed projects were caused by “communication and contacts” (Komi-Sirviö and Tihinen, 2005).

Several research findings indicate that, in case of many projects, activities in the field of communication management are disordered, supported mainly by project managers’ intuition or neglected (Adera, 2013). Research on project communication management in industrial enterprises in Slovakia revealed that in 66% of them no written document (methodology, process steps) to manage project communication has be prepared (Samáková et al., 2013).

The last aspect of communication management strategies is mentioned also by Remidez and Jones, who claim that task-oriented communications that lack relationship building aspects are insufficient to support successful projects (Remidez and Jones, 2012)

An extensive research on the usage of numerous communication management practices was also conducted on the example of projects realized in a sugar company in Africa. The findings of the study demonstrated a low level of establishment of standard communication maturity practices, what resulted in low project performance (Adera, 2013).

As we cited above most Literatures Pointed out that Project communication management is one of the key success factor of project but communication does not given enough attention that much at the same time researchers found that most of project oriented organization do not have proper documented strategy for communication management. More over failure is pointed out that it is resulted mostly because of improper and lack of project communication management.

Even if most researches argue participation is mandatory all around the project they found out participation is yet backward in most projects and skill of communication is never matter before projects but after all Project communication is believed and proofed key factor in project success.

Disordered, unstructured, unrecognized project Communication management situation calls for new solutions assessing around, which could grasp attention, create awareness, force to have guidelines documents derived from internationally recognized authorities as PMI, project Management institute, and For Worth project communication management.

2.2.4. Communication Gap of Stake holder

Case study review on Participatory project communication management by PMI

Case by (Project Management Institute 2013), The Utilities Industry at North-Western Energy, Sioux Falls, South Dakota, USA North Western Energy was confident its US\$350 million infrastructure upgrade project would improve the reliability of service to its customers. But the company also knew the project would change customer rates and require major construction activities that would disrupt traffic and tear up yards for months at a time.

So before the project started, North Western launched an aggressive communication plan, including a community outreach program. First, it brought together a cross-functional community stakeholder group composed of local politicians, not-for-profit group leaders and community members and business leaders to talk through project goals and collect their feedback.

Project team members met quite a lot of times during the project planning process, educating the group about why the project was needed, what it would entail, where the money would go and how the company would communicate about the project to the rest of the community.

The stakeholder group helped to understand how to bring people into the conversation, The group also offered valuable feedback on the project plan, says Claudia Rapkoch, director of corporate Communications and leader of the community stakeholder management effort. “They challenged a lot of our assumptions, and as a result we changed some aspects of what we are doing.” Most notably, North-Western found community stakeholders were far more skeptical about the benefits of smart grid technology than the company had anticipated. The group agreed it made sense to integrate the technology into the infrastructure backbone, but questioned the value of spending millions of U.S. dollars to put a smart meter on every house, Ms. Rapkoch says. As a result, the company altered the project plan so meters would be prepped for future deployment “if and when it made sense.”

The company also discovered stakeholders largely supported the socialized model of pay rates, with crowded urban centers covering more of the cost of energy for the sparsely populated rural areas. “This realization didn’t change the plan, but it impacted the way we talked about these elements of the project with the community,”

Eighteen months after the meetings began, the construction phase of the project kicked off in 2010. Now in its third year, the project still has a dedicated communication representative who uses the group’s feedback to shape the company’s public-outreach efforts. These include messages about construction delays, including road signs designed to reinforce the project benefits through slogans such as: “This project will provide safe reliable energy for today and tomorrow.

The result: Despite tearing up roads, digging ditches in yards and pulling up underground cable across the region, North-Western Energy has had virtually no complaints, says North-Western Energy's Ms. Schroepel

This project made communication with the community a priority part of the project plan, and it generated support for the project and for the Company.”

And the case put as Lesson Learned from this project that communicating with citizen stakeholder's increases public support despite costly and disruptive engagements. Which we have pointed out in previous reviews that complete Stake holder involvement brings a change, innovation and success which we have to ask for every project how well as Northwestern Energy's project they are attached with necessary communication plan and execution with responsible and accountable task orientation.

Notice:-

Generally in this Literature review chapter, as theoretical review International well known Project communication management guides were reviewed, as Empirical literature review recent scholars' research and case study were reviewed.

The guide line potentially solve or eliminate, what resent researches pointed out gap. Lacking guide line and can't give recognition for it and basically less awareness for project communication are the fact which all empirical literatures role over.

All that have discussed in this chapter are the latent review that can be found for this level research and it gives us green light to be based and pass to the next level.

CHAPTER THREE

3. Research Design and Methodology

In this Chapter the type of this research is specified, how the research work is designed and elucidation has made about methods of the study.

3.1 Research Design

This particular section makes an effort to explain and justify the research methodology that applied in this study. The methodology is chosen in order to acquire information and deduce conclusion about the current organization performance.

The research adopted descriptive research design method in order to collect detailed and factual information, since the aim of the research is to describe and present actual happenings, and hence descriptive survey research was selected as an appropriate design and also both qualitative and quantitative research were used to obtain the desired data type for the study.

Qualitative research tends to be interpretive and seeks to understand a phenomenon in its context in greater depth. Moreover, it seeks to elucidate the nature of social practices, relationships, and beliefs along with the meaning of human experiences from the participants' point of view. (Denzin and Lincoln, 2008)

Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. (Babbie, 2010)

3.2. Sample and Sampling Techniques

As sampling method, Purposive sampling was used which enables an initial understanding of the situation, and to identify and differentiate the needs of one or more relevant groups. It produces a sample where the included groups are selected according to specific characteristics that are considered to be important as related to vulnerability and group differences.

All can be compared and contrasted and a variety of experiences can be summarized (Krueger and Neuman, 2006). Hence, Purposive sampling technique employed to select the research participants. Which generally to ensure validity of the data, purposive and judgmental sampling used to get informants who have knowledge about the subject matter and practical situation.

For the study, population constitutes the project teams, internes and volunteers, Accordingly from the total 50 employee of the organization 30 of them, from 10 interns 5 of them, from 440 volunteer 15 of them wear selected who have direct relation with the project under the study and totally 50 questioners wear distributed and 6 questionnaires wear not filled by respondents which is almost 10 percent reliable respondents had participated. 10% sampling were used as (Robert, 2016) explained it well in his article, and many others, A good maximum sample size is usually around 10% of the population, as long as this does not exceed 1000. And open ended interview had been addressed by project management committee.

3.3.Source and Tools of Data Collection

The Study used both Primary and secondary data source. The data for Secondary Source is extracted from documents Literatures on the subject matter. The Secondary data contributes background information which is basically significant for the researcher and the readers to know more thoroughly the survey outcome.

In collecting primary data, questionnaire survey technique and interview had been used. The questionnaire Survey was distributed for selected Employees of the project.

For this Study, Closed-ended questions had designed in order to call for responses, which narrowed down the field of enquiry and respondents choice among fixed response and helped the researcher to analyze the data easily comparing responses directly and many quotations addressed in a short time and open ended Interview wear also conducted with project management team committee profoundly.

3.4.Procedures of Data collection

Primary data collected mainly through questionnaires as well as through interview of project management team. The data for secondary source is extracted from books, journals, articles and literatures on the subject matter.

3.5.Methods Data Analysis

Concept formation is an integral part of data analysis and begins during data collection. Thus, conceptualization is one way that a qualitative researcher organizes and makes sense of data and analyzes data by organizing it into categories on the basis of themes, concepts, or similar features. (Kruger and Newman, 2003) which the questioner data were organized by table after analyzed and interpreted in frequency descriptive statistics by Spreadsheet Software Program (SPSS) quantitatively and the data gathered from interviews was analyzed qualitatively and triangulated with quantitative data. The data organized and presented to form meaning about the research questions and appropriate recommendation is drawn.

Chapter Four

4. Result and Discussion

In this Chapter, project communication management of Sele-enat local NGO is assessed and the findings from the data collected through questioner are summarized and interpreted using statistical table, narration following the questioner, presented the interview report and analysis had made.

Table 4.1. Respondents Duration or Years of service, in the corporation

Respondents Duration or Years of service	Frequency	Per cent	
Valid			
1	2	4.0	
2	5	10.0	
3	3	6.0	
4	10	20.0	
5	10	20.0	
6	4	8.0	
7	5	10.0	
8	2	4.0	
9	2	4.0	
10	1	2.0	
Missing	-	6	12.0
Total	50	100.0	

The first question of the questioner survey instrument attempted to acquire respondent's profile, as we can see from the above table 4.1, The majority 68 % of the respondent's duration in the organization is above four years which makes the survey reliable.

Table 4.2. Respondents level of education

Respondents		Frequency	Percent
Valid	Under Diploma	5	10.0
	Diploma	15	30.0
	Degree	22	44.0
	Masters	2	4.0
Missing	-	6	12.0
Total		50	100.0

As we can see from the above table 4.2, it is attempted to acquire respondent's level of education. The majority 78 % of the respondents are above diploma, which makes it valuable survey regarding basic understanding and possible response.

Table 4.3 Project communication management attention and recognition survey

Question		Frequency	Percent
Project communication Management, has given enough attention in the Project			
Valid	I Agree	14	28.0
	I disagree	30	60.0
	Neutral	0	0.00
Missing	-	6	12.0
Total		50	100.0
The significance of Project communication Management recognized in the NGO?			
Valid	I Agree	14	28.0
	I disagree	30	60.0
	Neutral	0	0.00
Missing	-	6	12.0
Total		50	100.0

Frequent notice in any situation about Project communication over all the organization		Frequency	Percent
Valid	I Agree	5	10.0
	I disagree	30	60.0
	Neutral	9	18.0
Missing	-	6	12.0
Total		50	100.0

In the above project communication management attention and recognition survey assessment over all the organization, we can understand that there is weak project communication management attention and recognition in the organization. 60% of the response disagrees for the question if project communication management, has given enough attention in the NGO and if the significance of project communication management in the NGO has recognized and 78% of the respondents disagreement and neutral choice shows that there is no frequent notice in any situation about project communication management over all the organization. Regarding interview of the management committee, project communication management attention and recognition survey, governmental stress and fundraising took the general attention and disabled the organization not to recognize project communication management was the answer.

Generally from both questioner and interview we can analyze hear Project communication management has not given attention and its crucial importance has not recognized in the organization. The organization might be stressed to fundraise and to corporate with the government but as empirical literatures pointed out gap as most organizations failed to do so. Communication involve both areas that the organization mention as a reason but remarkably having project communication management attention and recognition is the main tool to avoid their stress and be effective. Which it is possible to analyze that failure to give attention and recognition for project communication management is the weakness of the organization.

Table 4.4. Project communication management awareness knowledge and skill assessment

Have Proper awareness and knowledge about project communication management		Frequency	Percent
Valid	Yes	35	70.0
	No	0	0.00
	Neutral	9	18.0
Missing	-	6	12.0
Total		50	100.0
Project Communication management is one of the Key Success factor for project?			
Valid	Yes	14	28.0
	NO	30	60.0
	Neutral	0	0.00
Missing	-	6	12.0
Total		50	100.0
Is professional project communication management significance?			
Valid	Yes	14	28.0
	No	0	0
	Neutral	30	60.00
Missing	-	6	12.0
Total		50	100.0
Have any training regarding communication?			
Valid	Yes	4	8.0
	NO	31	62.0
	neutral	9	18.0
Missing	-	6	12.0
Total		50	100.0

Is communication Management the most significant and necessary area in Project?		Frequency	Percent
Valid	Yes	14	28.0
	NO	30	60.0
	Neutral	0	0
Missing	-	6	12.0
Total		50	100.0

In the assessment of project communication management awareness knowledge and skill, we can understand that even if 70% of the response have proper awareness and knowledge about project communication management, 60% of the response shows that above half of the respondents doesn't believe that project communication management is one of the key success factor for project which is contradiction with having proper knowledge about project communication management by respondents, because project communication management is one of the Key Success factor area for project.

Furthermore the respondents are not sure if professional project communication management significance cause 60% of the them were neutral to say Professional project communication management is significant but fall back in neutral stand and most 62% of the respondents did not remember any training regarding project communication management and finally 60% of the respondents does not believe that Professional project communication management is significance and necessary.

The Interview respondents have awareness about international well known project communication management guide and principle and believe that having project communication management guide and principle derived from those guide can potentially solve current project communication management failures and problems. Having this awareness and not practically look after it, is the result of other stress and miscarriage was the final answer by the interviews. The committee said most of the organization or project employees does not have awareness and knowledge about project communication management but skilled in the organization communication culture and there is no communication motivation training and awareness creation in the organization so fare.

4.4. Current Project Communication Management Performance

Question		Frequency	Percent
the project is successful in overall communication management			
Valid	I Agree	13	26.0
	I disagree	30	60.0
	Neutral	1	2.0
Missing	-	6	12.0
Total		50	100.0
Is the project communication management Professional			
Valid	I Agree	13	26.0
	I disagree	30	60.0
	Neutral	1	2.0
Missing	-	6	12.0
Total		50	100.0
The project has professional communication management system			
Valid	I Agree	12	24.0
	I disagree	26	52.0
	Neutral	6	12.0
Missing	-	6	12.0
Total		50	100.0
Effective in communication with staffs and other project stakeholders?			
Valid	I Agree	19	38.0
	I disagree	25	50.0
	Neutral	0	0
Missing	-	6	12.0
Total		50	100.0

Effective Project communication Management			
Valid	I Agree	15	30.0
	I disagree	28	52.0
	Neutral	1	2.0
Missing	-	6	12.0
Total		50	100.0
Question			
Is the project communication management system is satisfactory for all project Stake holders?			
Valid	I Agree	12	24.0
	I disagree	20	40.0
	Neutral	12	24.0
Missing	-	6	12.0
Total		50	100.0

Even if such assessment of performance is very sensitive not to be addressed reliably most of the time but I got good response which can guide to reality. In the assessment of current project communication management performance and drown out that the project has very weak and blind project communication management performance.

The project is not successful in overall communication management and not professional was the answer of most 60% respondents and 52 % of respondent believed that there is no professional communication management systems drown from recognized institute. 50% of respondents strongly disagree that they are effective in communication with staffs and other project stake holders and 52% of them totally agree that there is no project communication effectiveness in the organization and 40% agree and 20% of them are neutral which shows that project communication management system is not pleasing for all projects Stake holders.

In the wide response of the interview about current project communication management performance, for the bold question of organization and its projects communication effectiveness and project success, the answer was reliably that the project is not successful and not effective in

communication. The management witnessed many project failures so far and failed to manage many risks of communication and have gaps in project teams.

The main reason for ineffective project communication management among others is corrupted governmental communication stress that totally takes the organization and its projects attention, for the reason it is sensitive and fragile that the organization and its projects have with the government office, governmental communication is the first consideration in the organization than internal project team communication management and other project stakeholders project communication management.

The second main reason is failed to communicate effectively in fundraising with sponsors or donors. Governmental system and strategy played key role for fundraising failure. Which governmental communication gap left the local NGO's behind not to be trusted by sponsor's setting missed information as if Local NGO's are highly corrupted. This two main communication failure caused 23 orphan ages to fail totally and close their project.

Big donors, international NGO's which can and use to support local NGO's are currently not interested to donate because of misinformation about local NGO and they only have faith in governments and interested to fund projects under government.

There is even an assembly of 30 NGO's started before four years to battle governmental stress called Conair Them of Ethiopian Child Development Organization, local orphan age network, which shows how stressed are those local NGO's.

This is the cause of failure to contract new sponsors and keeps former sponsors with effective sponsor communication management which is blocked by the government and failure from the organization side is lacking effective external project communication management strategy.

Among 7 projects by the organization, currently only two projects are alive. Five projects are failed and dropped. HIV alleviation project in Jinka which use to aid 20,000 people, Orphanage in Dredewa, Ilibabure Metu and Hawasa, Women Empowerment project in Asosa are those projects which drop out from the organization and currently only integrated care and support for mental and physical challenged kids and orphan age project of Addis Ababa and orphan age of

Shashamene are active. And the responders even said that the organization does not have that much future survival promise.

Currently Sel-enat local NGO is second position Local NGO as Addis Ababa women’s and Children’s Minister because the NGO worked hard to meet government standard and policy. responsible government offices, Addis Ababa women’s and Children’s Minister and biro of finance and economy development office (BOFED) is content with this Organization but Most project stakeholders, sponsors, beneficiaries, volunteers, society and others are not satisfied with the project communication management.

What we can analyze is that the current project communication management performance is negative. Let alone the government side but from the organization side, even if the management committee gave governmental communication stress as reasons but remarkably it is visible that it is failure to have effective stakeholders project communication management. Project communication management is the solution to win all.

The government may have its own failure but without having properly handled project communication management, it is not acceptable to point our finger on the government. Reasoning governmental communication stress to let down other stake holders communication is unacceptable but weak project communication management is the final analysis result. Let alone the governmental side having effective communication management may also be a solution for the governmental stress.

4.5. Participation in Project communication Management

Question		Frequency	Percent
Is the project communication management is participatory?			
Valid	I Agree	13	26.0
	Neutral	2	4.0
	I disagree	29	58.0
Missing	-	6	12.0
Total		50	100.0

overall project communication management is attractive to participate well				
Valid	I Agree		13	26.0
	No		31	62.0
	Neutral		0	0
Missing	-		6	12.0
Total			50	100.0
Do you actively participate in Project Communication Management				
Valid	Yes		0	0
	I disagree		31	62.0
	Neutral		13	26.0
Missing	-		6	12.0
Total			50	100.0
Is the project communication management system Participatory for all project Stake holders?				
Valid	I Agree		17	34.0
	I disagree		27	54.0
	Neutral		0	0
Missing	-		6	12.0
Total			50	100.0

In the assessment of how sound does the participation of project communication management in the project, it can be also pointed out that project communication management have closed door for participation. 58% of respondents said that the project communication management is not participatory and 62% of respondents said overall project communication management of the project is not welcoming to participate well and 62% of respondents does not actively participate in project communication management and 54% respondents regarded the project communication management system is not participatory for all project stakeholders. In general we can understand the project communication management participation is weak.

Same confirmation down from the interview response that project communication management participation is negative which we can analyze that the organization is not participatory approached in project communication management.

4.6. General Structure of project communication Management and guide line

Does the general structure and method of Project communication Management of the project clear for you?		Frequency	Percent
Valid	Yes	18	36.0
	No	26	52.0
	Neutral	0	0
Missing	-	6	12.0
Total		50	100.0
Does the general structure and method of Project communication Management of the project Contented for your carrier?		Frequency	Percent
Valid	Yes	14	28.0
	No	28	56.0
	Neutral	2	4.0
Missing	-	6	12.0
Total		50	100.0
Do you think the project have any strategy or guiding document of Project communication Management		Frequency	Percent
Valid	Yes	11	22.0
	No	27	54.0
	Neutral	6	12.0
Missing	-	6	12.0
Total		50	100.0

Do you think strategy or guiding documents of Project communication Management is necessary for project communication?		Frequency	Percent
Valid	Yes	32	64.0
	No	12	24.0
	Neutral	0	0
Missing	-	6	12.0
Total		50	100.0
Question		Frequency	Percent
Do you think project communication management system of the project have to be improved?			
Valid	Yes	33	66.0
	No	0	0
	Neutral	11	22.0
Missing	-	6	12.0
Total		50	100.0

In the above assessment about general structure of project communication management and guide line, 52% of the respondents supposed that they are not clear with the general structure and method of Project communication management and 56% of them are not comfortable with it regarding their carrier and 54% of them replied that they don't think there is even strategy and guiding method of Project communication management available in the project but 64% of respondents believe it is necessary and 66% of the respondents believe that the project communication management system of the project have to be improved which we can witness that unclear, unavailable and improvement demanding project communication management in the project.

In the face to face depth interview, it had been started questioning if there is a strategic document for project communication management. And the reply was that there is no any communication strategic document or any communication guiding document in the organization.

Rather internally in project teams communication moves horizontally and vertically based on the job description and the organogram and externally the responsible officer will manage the other stakeholder's communication. When the organization higher a position, job description will be handed to the employee which state for whom to subordinate and report , with whom to aggregate and for whom is the position responsible. Rather than such structural statement the organization doesn't have any guiding or strategic document.

The organization had no management strategy and structure rather than cultural management. This way of communication was developed before six years when the founder was failed to manage the organization and its projects Then the founder transferred the organization and its projects to the current exclusive director and he recruited some of the current management staff and developed strategy and structure for the organization together with civil society support program (CSSP), Organization which supports local NGO's, with two manual projects and training manual and team work encouraging manual. And job description for every employee that will participate in the projects prepared and offered training by CSSP time to time for former and new employee of the project, gradually this way of the organization communication become culture.

External Communication: Public relation officer: public relation and fundraising department responsible for promotion, offering potential donors proposal and fund rise, gust motivation and volunteer coordinator which shall be project communication management department.

Donor's communication: is limited with The Director and Manager and Governmental communication: is based on the issue that any employee can communicate.

The internal communication is normally based on the structure and job description who manage and coordinate whom and who report for who, who gets support from which department for specific task is decided only by structure and job description.

Ways of communication: formal meetings, sponsors communication: four month letter, christmas letter, impression monitoring and evaluation, website and email

Project team communication: weekly department meeting, monthly project management meeting, six month board meeting, quarter donor report, Monthly volunteer meeting.

As the answer of the last Interview question, the management believes that developing project communication management guideline and principle manual is mandatory and the organization communication weakness should be stopped by total Improvement.

Having no communication guiding document and negative project communication management faced many failure cause of failure to have proper project communication management system and confirmed project communication management design and development prominence is the result of the analysis bear out.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

Up to this point, the study was tried to assess project communication management of sele enaat mahibere local NGO, research question wear raised literature were reviewed important data were collected through questioner and interview. The questioner general data were presented, analyzed and interpreted. In this chapter the assessment is summarized and drawn conclusion and recommendation based on the analysis and findings.

5.1. Major Findings

The assessment, data analysis and interpretation, major findings are stated below sequentially;

- Project communication management is not given enough attention and the significance of project communication management not recognized.
- Project communication management awareness is backward, there is knowledge deficiency about the subject matter and mostly there is unskilled labor regarding project communication management in the organization.
- Current project communication management performance is very weak and blind, there are Sevier gapes within the organization and stakeholders and the project is not successful in overall communication management and not professional.
- Employees are not effective in communication with staffs and other project stake holders and totally the organization project communication management is not effective.
- There is no strategy or guiding method of project communication management available.
- There is no designed project communication management system but traditional project communication management system which is not pleasing for all projects Stake holders.
- The management committee accepted that one of the major reasons for projects failure and failure to deliver them effectively is having no project communication management system.
- Project communication management have closed door for participation and overall project communication management of the project is not welcoming to participate for all project Stake holders.

- General structure of project communication management and guide line, is not clear and not comfortable
- Project communication management system has to be improved; improvement demanding project communication management is the general image of the organization.

5.2 Conclusion

Based on findings result in the assessment, this section presents conclusion, that the study had reached finally,

As we reviewed that among many scholars of project communication management Schwalbe had said it is not even one of focus area or attention of most projects, in the investigation of this study the result was exactly confirmed so which Sele enat local NGO does not give attention for Project communication management. According to (Adera, 2013) the significance of Project Communication Management is neglected mostly by most projects. Furthermore the importance of it is simply not yet acknowledged in the assessed project.

Regarding Project communication Management participation in the project, the result was visible that the project has very weak communication participation of project team and stakeholders. But communication is the responsibility of everyone in the project. And as Project Communication Handbook second edition, the greatest threat of many projects is a “failure to communicate”. (Project Communication Handbook, 2007)

In the evaluation of current Project communication Management performance , general structure and method of the project, assessment gave evident result that among Several researchers and findings (Adera, 2013) indicated many project activities in the field of communication management are disordered and neglected which is the image of the assessed project having chaotic communication management and neglected it without any concern.

The project does not have guide line or strategy document of project communication management principles and methodologies which five projects had faced failures and drop out and current projects are experiencing serious problems which results from improper

communication management. This is exactly what researches underlined improper project communication management is one of the main reasons of project failure (among others Conboy, 2010; Stoica & Brouse, 2013).

But this bold literature results steel clash with the fact that the assessment found. Even if project communication management is critical for project survival most of project workers doesn't have a clue about it which the assessment of awareness skill and knowledge was resulted negative. Having this severe problem of darkness there was no training or seminar for this backward project family.

Generally the analysis shows negative result about the general assessment which Project communication Management is negative marked in Attention and recognized, Awareness Knowledge and skill, Current performance, participation, General structure and guide lines.

The organization gave general reason that the project have over stress with one stake holder which is the government and Total effort is exploited to survive governmental policy and associated problems but literature gape found in the project is exact in the assessment of this study in this we can consider keeping other things constant it is just failure to manage project communication.

The author evidently proofed after triangulating the questionnaire and interview in the assessed project and gave conclusion based on the analysis.

In this even if the awareness is very weak there is an understanding that messed project communication management is the current states and failing project which need urgent change and among key areas which can be pillars for the project survival is project communication management is the general and final conclusion that the analysis can approve.

Keeping in mind the conclusion, possible and practical recommendations are drown in the next section.

5.3. Recommendation

The author finalizes the assessment by recommending what the analysis result combated solution, which helps to start changing negative project communication result to positive future. It can be one of key promises for the project survival and to bring about continues improvement for the study. Each recommendation corresponds with respective implementer or concerned body.

- Letting down reasons the organization should develop project communication management policy and strategy, as the answer of the last Interview question and most questioner respondents, developing project communication management guideline and principle manual is mandatory and the organization communication weakness should be stopped by total Improvement.
- The organization have to accept its failure, as finding problem is half way for solution the problem have to be emphasized and recognize project communication management is one of project success factor or critical factor for project survival.
- Among all stakeholders exploiting resource of potential inputs to challenge the problems internally and externally.
- It is prudent to delegate individuals who have knowledge and experience about project communication management and create a team to start from scratch.
- Conceiting certified project management consultants to design project communication management.
- As department level solution, changing the public relation and fundraising department responsible for promotion, offering potential donors proposal and fund rise, gust motivation and volunteer coordinator to project communication management department.
- Sharing experience from international NGO's who have effective project communication management policy and strategy.

- It must be remarked to access international project communication management guides, methodologies, documents, principles and try to adopt in the organizations context or drive own project communication strategy manual which is worth and advantageous.
- All kinds of trainings have to be given about project communication management to create awareness in the project.
- The organization has to open every door to communicate horizontally vertically and design many ways and tools of communication.
- It create motivation using past project failures which failed by project communication management weakness to impart project communication management significance.
- For the governmental stress strengthening local NGO unity and combat the system by fulfilling requirements but every local NGO need clear project communication management policy and strategy which the government can approve as vivid policy that is not vague.

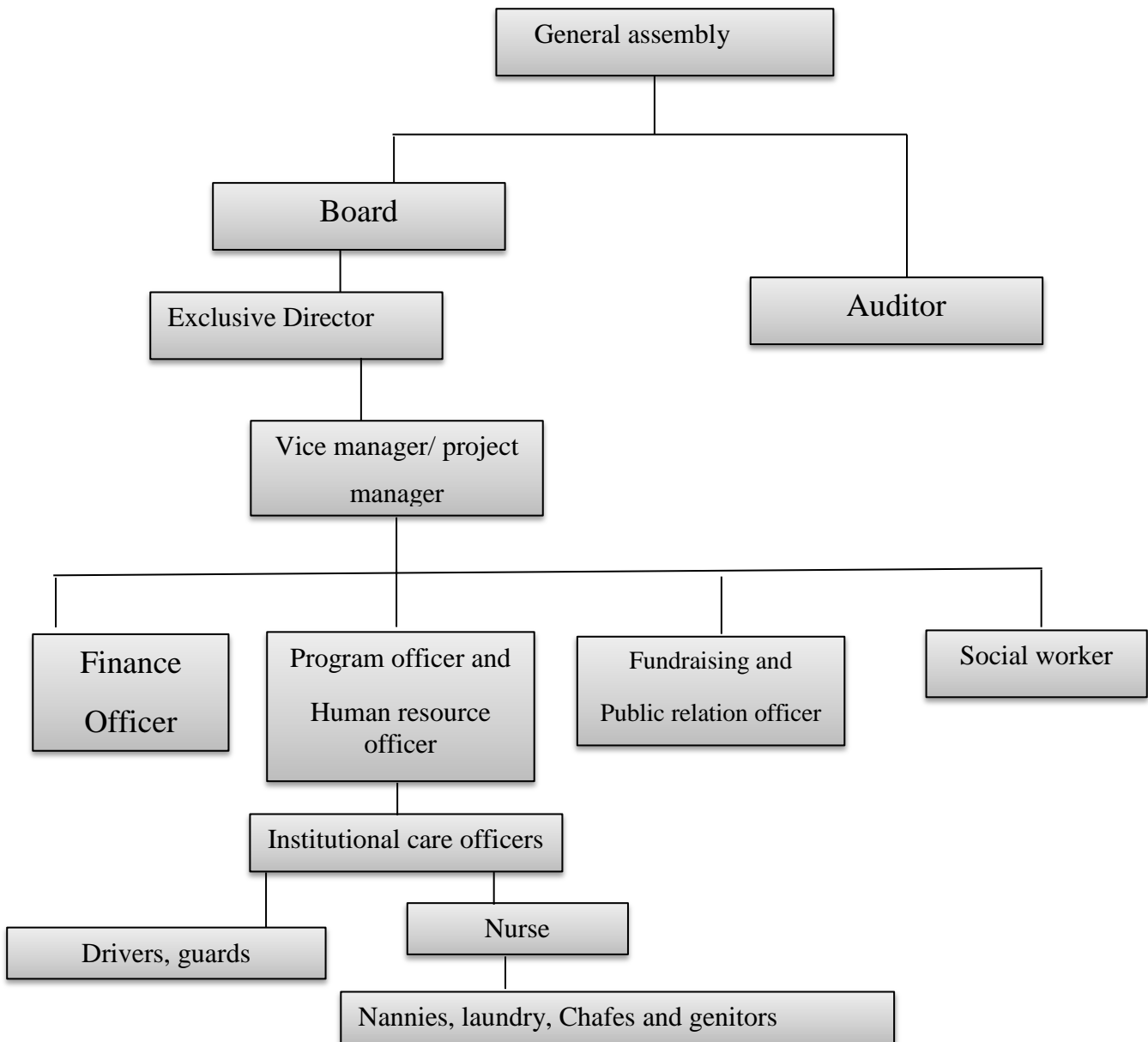
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Annexes

Seleenat Mahiber NGO, Organogram



Questioner

St. Mary’s University, School of Graduate Studies

Dear respondents,

The purpose of this questioner is to collect primary data for conducting the study on the “Assessment of Project communication Management at Sele Enat Non-Governmental Organization” In this regard I kindly require your reliable information based on your best knowledge so that the findings from the study may find the intended purpose.

I will like to thank in advance for being volunteer in devoting your valuable time in addressing this questioner.

1. Personal Profile

1. What is your Years of service, in the corporation?

1-3	<input type="checkbox"/>	4-6	<input type="checkbox"/>	7-10	<input type="checkbox"/>	10-15	<input type="checkbox"/>
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2. What is your level of education?

Under Diploma	<input type="checkbox"/>	Diploma	<input type="checkbox"/>	Degree	<input type="checkbox"/>	Masters	<input type="checkbox"/>
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3. Questioner to be filed by employees

Attention and recognized				
No	Questions	I Agree	I disagree	neutral
2	Do you think Project communication Management, has given enough attention in Sele enat local NGO?			
3	Do you think the significance of Project communication Management in Sele enat local NGO recognized?			
4	Have you heard frequently in any situation about			

	communication over all the organization?			
Awareness Knowledge and skill				
No	Questions	Yes	NO	neutral
1	Do You have proper awareness and knowledge about project communication management?			
2	Do you think Project Communication management is one of the Key Success factor for project?			
2	Do you think professional project communication management is significance?			
3	Do you remember any training regarding communication?			
4	Do you think Project communication Management is the most significant and necessary area in Project?			
Current Project communication Management performance				
No	Questions	I Agree	I disagree	neutral
1	Do you think the project is successful in overall communication management?			
2	Do you think Sele enat local NGO project communication management is Professional?			
3	Do you think the project has professional communication management system that has drown from recognized project management institute?			
4	Do you think you are effective in communication with staffs and other project stake holders?			

5	Do you think Project communication Management in Sele enat local NGO effective?			
6	Do you think Sele enat local NGO project communication management system is satisfactory for all project Stake holders?			
participation in Project communication Management				
No	Questions	I Agree	I disagree	neutral
1	Do you think Sele enat local NGOs project communication management is participatory?			
2	Is over all Sele enat local NGOs project communication management is attractive for you to participate well?			
3	Do you actively participate in Project Communication Management?			
4	Do you think Sele enat local NGO project communication management system is Participatory for all project Stake holders?			
General structure of Project communication Management and guide lines.				
No	Questions	Yes	No	neutral
1	Does the general structure and method of Project communication Management in Sele enat local NGO clear for you?			
2	Does the general structure and method of Project communication Management in Sele enat local NGO Comfortable for your carrier?			

3	Do you think Sele enat local NGO have any strategical or guiding document of Project communication Management?			
4	Do you think strategical or guiding documents of Project communication Management is necessary for project communication?			
5	Do you think project communication management system of Sele enat local NGO should be improver?			

Annex-3

Interview

- What project communication management way does the project uses?
- Does the project have any documented for project communication management?
- From where does the project have derived the way to manage project communication?
- Does the project fully follow the way?
- Does the project believe as if the project is successful and effective in its project communication management?
- Are all stake holders happy by the project communication management?
- Does the project have any plan or desire to improve or change current project communication management system?
- Does the project aware of international well known and accepted project communication management guides?